

**SECRET**  
APPENDIX B

THE MANAGEMENT PROBLEM AREAS THAT APPEARED TO BE OF THE GREATEST INTEREST AND IMPORTANCE TO THE SENIOR OFFICIALS WHO PARTICIPATED IN THIS PROGRAM.

1. The problem of getting senior officials to comprehend the meaning, importance, and application of sound management principles in their normal operations in CIA.
2. The problem of understanding what is needed in terms of planning for management improvement.
3. The need to clarify further the functions, responsibilities, authority, and working relationships at all levels of supervision.
4. Securing clearer expression of guiding operating policy from the top; the coordination of top policy all down the line; the application of firmer discipline in requiring adherence to top policy at all levels.
5. Assisting supervisors to accept as normal: crash situations, a condition of mobile readiness, and perpetual uncertainty in many operational matters; and to achieve sound operational planning within this climate.
6. The necessity, from now on, for developing procedures that will make it possible to prune out the dead wood,- to ease out of the Agency those individuals for whom there is no longer useful work.
7. The Career Service Program. There appears to be need for major applications of thought and effort to this problem.
8. It was recognized that a great deal of attention needed to be given to the quality and effectiveness of supervisor-subordinate relationships,- especially with reference to the use of staff meetings; the need for supervisor-subordinate individual conferences periodically; and the supervisor's responsibility and opportunity to promote the growth and development of the individuals under his supervision.
9. Clarifying the application of need to know strictures for those functionally associated with an operation, and between separate operating offices.
10. Checking up to see that more attention, both formal and informal, is being given to the recognition of work well done,- the lower down the operating scale, the more important.
11. Working out means of securing a better quality of completed staff work from top levels down and thereby greatly improving efficiency in operations.
12. Spotlighting the Branch Chief's job in DDP as the central focus for field operations; achieving a measure of standardization through adopting best practices generally; and strengthening the quality of the Washington-field relationships.